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Report on the Global Programme, 2009-2013: performance and results

Summary

The final report of the UNDP Global Programme, requested by the Executive Board in decisions 2008/32 and 2011/18, assesses the progress achieved by the UNDP multi-practice policy advisory services, including progress towards the Millennium Development Goals, preparations for the United Nations Conference on Sustainable Development (Rio+20), and advancing the local development and governance agendas. The report notes that the Global Programme has influenced global policy debate and brought policy services to national counterparts and country offices. The Executive Board may wish to take note of the final report and recommend that UNDP provide more integrated and programme-focused policy advice, spanning the areas of work identified in the Strategic Plan, to be more effective in helping countries respond to increasingly complex and interconnected development challenges.

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I. Introduction

1. The Global Programme has provided a global framework for and financed the core infrastructure of UNDP policy analysis, global advocacy and policy advisory services at the regional and country office levels. The Global Programme is integrated with and is complementary to the regional programmes through the mechanism of the regional service centres. It is the vital thread that connects the 135 UNDP country offices, five regional centres and global policy centres. Designed to support programme countries in achieving internationally agreed development goals, including the Millennium Development Goals, the fourth Global Programme (DP/GP/2) applied global diagnosis and perspectives to development challenges, catalyzing development solutions and ensuring that development experience, innovation and good practices are shared across and within regions.

2. This final report of the fourth Global Programme, 2009-2013, is submitted to the Executive Board in response to decisions 2008/32 and 2011/18. The evidence has shown that through the Global Programme, UNDP has been well positioned to influence global development policy debates and national development activities over the programme period.

II. Shifting development context

3. The fourth Global Programme has responded to the challenges of a dynamic global environment, providing policy leadership and guidance, piloting innovative initiatives and serving the development needs of programme countries. This has necessitated a focus on supporting countries in adopting 'triple win' approaches that integrate social, economic and environmental objectives simultaneously. As many nations of the South have reduced the proportion of people living in extreme poverty, meeting the first Millennium Development Goal three years ahead of the deadline, the role of UNDP has been to support national partners to achieve transformative results, derive lessons learned and share good practices across programme countries.

III. Response to Executive Board decisions 2008/32 and 2011/18

4. An assessment of the Global Programme's performance using the UNDP results management system shows positive results: 68 per cent of the targeted outcomes have shown significant progress, with 32 per cent of the targets met or exceeded. The successful achievement of poverty reduction targets, most of the environmental targets and capacity development outcomes highlights the value of an integrated approach, in particular the focus on the poverty-environment nexus that was specifically highlighted as a best practice in a recent independent evaluation, pointing to the future direction of the organization's integrated approaches.

5. As requested by the Executive Board in decision 2011/18, the present report demonstrates progress in achieving multi-practice, cross-bureau and inter-agency work and partnerships during this period, exemplified in preparations for the United Nations Conference on Sustainable Development (Rio+20) and its outcome document, "The Future We Want". As international consensus converges in calling for an integrated response involving all stakeholders for a sustainable, inclusive development, efforts to integrate the practice architecture have intensified, as by the Poverty-Environment Initiative and the Millennium Development Goals Acceleration Framework (MAF). Furthermore, in strengthening local governance and local development, the 2010 evaluation in this area highlighted the successful promotion by UNDP of gender issues in local governance, while noting the need for strategic and systematic mainstreaming efforts. In response to the evaluation, a cross-practice task force and global peer review group were established in 2011, involving the United Nations Capital Development Fund (UNCDF) and United Nations Volunteers, to develop an integrated framework on local governance and local

development. The strategy provides a common framework for the integration of local governance and local development in policy and implementation and offers a coherent approach to collective engagement in the field.

Lessons learned globally

6. Over the course of the programme period, UNDP conducted eight thematic evaluations, including evaluations of the poverty-environment nexus and the UNDP contributions to strengthening national capacities and electoral systems, in addition to multiple other reviews covering areas of parliamentary support, governance assessments and support to gender equality. The ability of the cadre of policy advisers in regional service centres to pioneer cross-practice work to address complex development issues has been highlighted by independent evaluations, including the evaluation of the UNDP contribution at the regional level to development and corporate results (DP/2011/12), submitted to the Executive Board in 2011. This evaluative evidence has been used to inform the direction of various portfolios across the Global Programme.

7. In identifying the weaknesses of UNDP, evaluations have highlighted the challenge of linking downstream activities to larger agendas due to lack of systematic analysis of lessons learned, which has stymied the dissemination and scaling up of these lessons. Both the evaluation on the poverty-environment nexus and the evaluation on strengthening national capacities speak to the need to better capture lessons learned using this knowledge to breed further success. UNDP has been working to address its slow progress in institutional learning, innovation and knowledge management, which has meant some significant investments in knowledge management over the course of the fourth Global Programme.

8. The recent independent evaluation of the fourth Global Programme (DP/2013/19), which noted the important contribution of the Global Programme to the global policy participation of UNDP, also drew attention to deficits facing UNDP in its implementation of this broad-based programme. Importantly, the evaluation recommended strengthening the Global Programme to add value beyond what UNDP accomplishes through its regional and country programmes. Other recommendations include:

(a) the need for more specialized policy and technical services in a smaller number of programme areas and to develop a corporate strategy to guide advisory services at the global and regional levels;
(b) prioritization of integrating gender in UNDP programmes and policy engagement;
(c) the need for systematic knowledge-sharing activities that are monitored for effectiveness.

9. The evaluation of the Global Programme found that there had been improvement in the cross-practice work in the key thematic areas, although there were limitations in systematically promoting and institutionalizing cross-practice work. As indicated in the evaluation, some activities lent more to cross-practice collaboration than others. The Global Programme will have to provide better and more integrated programme-focused policy advice to be more effective in helping countries respond to increasingly complex and interconnected development challenges. This could result in a shift in the organization of policy services, retaining the specialization demanded by partner countries, without the unintended consequences of becoming siloed. In this regard, while horizontal knowledge-sharing has progressed, there is still room for improving the role of the Global Programme in brokering South-South expertise and experience.

10. The evaluation indicates that the interface between the Global Programme and the regional programmes was uneven, with scope for improving collaboration when deploying resources. The introduction of the UNDP Annual Business Plan and the cascading integrated workplans of the central and regional bureaux have mitigated parallel planning. Findings from the evaluations of UNDP regional programmes will assist in the design of the next Global Programme, including in

improving collaboration with regional programmes. For instance, the regional programme for Europe and the Commonwealth of Independent States was found to have high-level advisory services and knowledge products, while the comparative advantage of the regional programme for Latin America and the Caribbean was in its upstream work. These observations will assist in the design of the next Global Programme.

11. Internally assessing support to clients, in 2012 UNDP conducted the Global Products and Services Survey of clients and staff. The survey found that advisory services across the practice areas were well received by respondents in regional centres and at headquarters, with average approval ratings above 75 per cent across the three dimensions (see table 1 below). In assessing performance in practice leadership and policy guidance since 2010, the HIV group improved by 7 percentage points, the poverty group by 4 percentage points and the democratic governance group and gender team by 3 percentage points each. Respondents noted their satisfaction with overall advisory services among the regional service centres, highlighting regional practice leadership in democratic governance and in environment and sustainable development. At headquarters, respondents consistently highlighted the value of practice leadership and guidance across all practice areas. These results signal the primacy of the UNDP global policy function for its clients.

Table 1. Percentage client satisfaction of headquarters service lines across Global Programme practice areas, Global Products and Services Survey 2012

Dimension	Poverty reduction/ Millennium Development Goals	HIV/AIDS	Democratic governance	Environment & sustainable development	Gender equality	Capacity development
Practice leadership & policy guidance/policy guidance and programme advice and support	80	88	80	79	81	74
Programme/project formulation and implementation support	73	83	76	78	79*	71
Knowledge Management frameworks, products and services	76	81	76	75	78	77

* Refers to gender mainstreaming/capacity support.

IV. Programme results

Poverty eradication and achievement of internationally-agreed development goals, including the Millennium Development Goals

12. Under the Global Programme, UNDP committed to advancing the sustainable achievement of the Millennium Development Goals and poverty reduction targets through: adapting to country-specific contexts; bringing the multidimensional perspective of human development into national forums on socio-economic development; and supporting national capacity development efforts for evidence-based, pro-poor policymaking.

13. Building on its country-based experience, UNDP supported accelerating the achievement of the Goals through a number of strategies and initiatives, including through its creation of the Breakthrough Strategy in 2009, inputs to the Millennium Development Goals Gap Task Force Report 2010, support to the 2010 High-Level Plenary Meeting of the General Assembly and its outcome, and rolling out the MAF. Preparing for the High-Level Plenary, advisers from the Global Programme developed a synthesis report on the Goals, drawing on its work supporting more than

70 national reports. The team also supported the United Nations Department of Economic and Social Affairs (UNDESA) in preparation of the Secretary-General's report, "Keeping the Promise". The resulting outcome document saw Governments doubling down on their commitments to meet the Goals by the 2015 deadline and strong interest in devising the post-2015 agenda. UNDP has continued to play a major role in the development of the post-2015 agenda, including maintaining global pressure to meet the Goals and organizing a series of global expert consultations, including one on growth and employment, bringing together mostly Southern experts, which developed key recommendations on growth, structural transformation, employment and poverty reduction.

14. By 2009, over 20 countries had benefited from UNDP advisory services integrating the Goals into their national development programmes and by 2011, scaling-up of Goals-related initiatives was underway in 22 countries. Incorporating gender-mainstreaming components, the MAF has been rolled-out in 45 countries, more than half of which are middle-income countries (MICs), systematically identifying bottlenecks to achievement of the Goals and prioritizing solutions. MAF assistance has included provision of gender advisory services to 16 countries for improving maternal and reproductive health after this Goal was identified as the most off-track, thus linking global advice to local needs. The evaluation of the regional programme in Latin America and the Caribbean, the region with the highest proportion of MICs, highlighted the relevance and effectiveness of the Goals agenda in complementing national processes and drawing attention to vulnerable groups within countries, as well as in the flexibility, practicality and effectiveness of the MAF approach.

15. The recent global economic crisis reinforced significant concerns about the impact of financial and economic shocks on human development. In response, UNDP poverty advisers developed the policy report, "Towards Human Resilience", which explores how macro-economic crises affect the world's most vulnerable economies and what structural characteristics lead to resilience in the face of unpredictable global economic changes. Additionally, UNDP, in collaboration with other agency partners, was instrumental in supporting the establishment of Global Pulse (formerly known as the Global Impact and Vulnerability Alert System). Global Pulse is an innovation initiative launched by the Executive Office of the Secretary-General, in response to the need for more timely information to track and monitor the impacts of global and local socio-economic crises. Global Pulse is exploring how new, digital data sources and real-time analytics technologies can help policymakers understand human well-being and emerging vulnerabilities in real-time, in order to better protect populations from shocks. Furthermore, UNDP has collaborated with the International Labour Organisation (ILO) and UNDESA to explore issues of jobs, decent work and inclusive growth, as well as leading inter-agency efforts to support institutional reforms and capacity for youth entrepreneurship through the United Nations Inter-Agency Network on Youth Development.

16. Focusing on vulnerable and marginalized groups led to the establishment of the United Nations Partnership to Promote the Rights of Persons with Disabilities, the first of its kind, funding 11 countries in addressing the disability rights agenda and led by UNDP. In 2012, as a result of support from the Thematic Trust Fund for Poverty Reduction, 18 countries have received assistance in the design and implementation of social protection schemes, particularly targeting vulnerable groups.

17. As resources shrink and development challenges have become more complex, posing greater demands for integration and sustainable results, pressure for cost-effectiveness and value for money has increased. To enhance the impact of poverty reduction programmes, Global Programme advisers have developed the "Scaling Up Local Development Solutions for Transformational Change" project, employing a cross-disciplinary approach across a number of different practices, bureaux and other organizations, including UNCDF and the International Fund for Agricultural Development. For example, working with the regional bureau for Asia-Pacific,

the Global Programme provided targeted policy and programme support in engaging 20 country offices to identify successful, scalable local solutions and methodologies for the regional "Scaling Up Fund" with commitments to further roll out corporate guidance to over 30 countries by the end of 2014.

18. Rising levels of development over many parts of the South have altered the types of services requested by UNDP partner countries, with greater emphasis on partnership and knowledge management, expressed in co-sponsorship of think tanks, policy centres, etc. that are aimed at producing global knowledge goods and services. The International Policy Centre for Inclusive Growth (IPC-IG), a centre of excellence co-sponsored by UNDP and the Government of Brazil, has focused on delivering high-quality knowledge products and supporting dialogue on issues of inequality, inclusive development and social protection to its network of over 30,000 policymakers and development practitioners across 189 countries. Producing over 500 knowledge products over the course of the programme period with more than 1 million downloads recorded, the IPC-IG has mobilized in-house expertise to rapidly produce compact briefs and "one-pagers" responding to pressing development issues and adding value to major development debates happening in the field. In response to demand following Rio+20, IPC-IG is evolving into the Rio Centre for Sustainable Development.

19. Capacity development in the UNDP poverty reduction portfolio has aimed at strengthening national capacities, developing knowledge products and learning resources and providing technical assistance. Various capacity tools have been developed over this time period, including the toolkit on the Human Development Impact Assessment of Trade Policies and the Aid for Trade Guide for Needs Assessments. Technical assistance in multilateral trade also continues to be an area where UNDP contributes to capacity development, particularly among least developed countries (LDCs). By the end of 2009, 40 LDCs had received assistance in expanding trade capacities, deepening global economic integration and more inclusive globalization. In 2011, 14 LDCs received support through the Enhanced Integrated Framework, through which UNDP leverages partnerships for better articulation of trade policies, bringing together all relevant stakeholders. Through the Global Programme, UNDP has also helped development planners include gender initiatives in Millennium Development Goal-based national development plans with the creation of the gender needs assessment tool, which estimated the costs of gender equality and women's empowerment initiatives, and was officially adopted with positive results by 22 African countries as part of national planning and budgeting processes. For instance in Kenya, this led to the adoption of energy subsidies for women.

20. **Gender response**. An example of Global Programme policy advisory services providing critical support at the country level, and one of the strengths highlighted in the midterm review of the gender equality strategy, is the Gender and Economic Policy Management Initiative (GEPMI), launched in partnership between the gender team, poverty experts and the regional bureau for Africa. Developing expertise in gender-responsive economic policymaking and planning, this programme has equipped more than 600 policymakers, economists, statisticians and gender equality experts from 58 countries with tools and knowledge to analyze, design and implement gender-responsive macroeconomic policies consistent with the achievement of the Millennium Development Goals. Good examples include the integration of gender-responsive budgeting into the national budget in Zambia and the use of GEPMI training to support the development of Nepal's next three-year plan.

HIV, health and development

21. While many important advances have been made in the last decade in preventing and treating HIV and other health priorities, progress in many countries tackling health-related Millennium Development Goals has been hampered by a failure to reach the most vulnerable populations and address inequalities. Additionally, threats from non-communicable diseases (such as cancers and

diabetes) are growing in low and middle-income countries, pushing households into poverty and deprivation at enormous social and economic cost. Global health discourse increasingly recognizes the importance of integration and linkages between various disease programmes, and between health and development, to address the social, economic and environmental determinants of health.

22. Through the Global Programme, UNDP was able to effectively contribute to global discourse, policy and practice on HIV, health and development, ensuring internal coherence between global, regional and country policies and programmes, in line with the agreed mandate of UNDP under the Joint United Nations Programme on HIV/AIDS (UNAIDS) and as a partner of the Global Fund to Fight AIDS, Tuberculosis and Malaria. This work also helped ensure that country experience informed global policy as UNDP support to national partners and programmes drew on cross-regional best practices and global and regional policy guidance.

23. For example, the Global Programme supported the 2010 establishment of the Global Commission on HIV and the Law, which issued a groundbreaking report and recommendations for strengthening legal environments to effectively respond to the HIV epidemic and supported regional dialogues on HIV and the law, engaging key regional bodies and supporting exchanges between government and civil society representatives. As a result, the Commission has helped to catalyze national dialogues and law reform efforts in more than 30 countries to promote the human rights of people living with HIV, particularly women and vulnerable groups. Support for the Commission has also enabled the mobilization of additional resources ($3.8 million) for UNDP country offices to implement follow-up work in eight countries in sub-Saharan Africa and four countries in Europe and Central Asia. In July 2012, the Republic of Moldova convened a national dialogue to implement the Commission's recommendations and discuss how national laws can be applied to promote an effective HIV response, resulting in the adoption of an action plan to ensure that the law works for people affected by HIV.

24. Partnering with the Global Fund since 2003, UNDP has supported more than 40 countries in implementing large-scale HIV, tuberculosis and malaria programmes, managing 12 per cent of the Global Fund's portfolio at a value of $2.4 billion and benefiting millions of people. In addition to delivering essential public health services and supplies, as principal recipient for the Global Fund, UNDP has influenced broader country and global policy environments, including the Global Fund's Board and Secretariat, to accelerate achievements, sustain results to develop an implementation plan that promotes human rights. Furthermore, the evaluation of UNDP partnerships with global funds and philanthropic foundations, which assessed UNDP partnership with three global funds and three philanthropic foundations, confirmed that partnerships facilitate UNDP engagement in global policy dialogue and in innovative programming at the country level.

25. **Gender response**. The Global Programme has contributed to developing global guidance and programming addressing HIV among women and girls. By closely partnering with the United Nations Population Fund (UNFPA), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the UNAIDS Secretariat to support the development and implementation of the UNAIDS Agenda for Accelerated Country Action for Women, Girls, Gender Equality and HIV, UNDP led inter-agency efforts to support leadership development programmes for women and girls living with HIV in more than 30 countries, to implement a universal access initiative in the 10 countries with the highest number of women living with HIV, and to strengthen integration of gender in national AIDS programmes. As a result of this support, for instance, the Zambia National AIDS Strategic Framework demonstrates a clear commitment to addressing gender-based violence and promoting gender equality, and has led to the creation of a national steering committee on gender and HIV, with representation from the Government and civil society. With support from the Global Programme, UNDP partnered with other United Nations organizations and civil society partners in helping 31 countries to integrate responses to

gender-based violence within national AIDS responses, engaging men and boys to advance gender equality.

Democratic governance

26. Mandated to address democratic governance and the main provider of technical assistance in this area worldwide, UNDP oriented Global Programme work in this area across three clusters: increasing inclusive participation; strengthening responsive governance institutions; and promoting international principles of accountability and human rights, including women's rights.

27. UNDP efforts toward anti-corruption over the programme period included implementation of the United Nations Convention against Corruption (UNCAC), acceleration of work towards the Millennium Development Goals, and global advocacy and awareness-raising on anti-corruption. Sixteen countries received policy support to assess governance reforms and 112 countries were able to strengthen national capacities to fight corruption in 2009. From 2011 to 2012, 15 of 67 country offices reporting on anti-corruption offered stand-alone anti-corruption programmes and 52 had mainstreamed anti-corruption into other governance areas. Thanks to support for UNCAC implementation, 20 countries initiated projects to reduce resource leakages, increase public participation and improve service delivery.

28. Since 2009, UNDP country-based programming has increased and improved, with activities on the rule of law and access to justice in over 100 developing countries thanks to Global Programme advisory support. Targets designated within the UNDP Strategic Plan on improving access to justice through informal means have been exceeded, with 50 developing countries assisted in setting up effective legal aid schemes, against the original target of 10. In 2012, UNDP collaborated with UN-Women and the United Nations Children's Fund (UNICEF) on a study on informal justice systems which identified how engagement with these systems can build greater respect and protection for human rights, and examined the value provided to grass-roots communities through these flexible structures and processes.

29. In its parliamentary support, the Programme worked across the Arab States, West Africa and Central America in 2012 to empower parliaments as actors in conflict prevention and post-conflict reconstruction. Given the relevancy of the democratic governance agenda in the wake of the upheavals across the Arab States region, Global Programme support in 2012 expanded to address the needs of national transitional councils, constitutional assemblies and political parties, ensuring the participation of women in political transitions. In Tunisia, through the Global Programme on Parliamentary Strengthening, UNDP provided support to more than 50 political parties, between April and July 2011, to strengthen the capacities, knowledge and skills of politicians and technocrats toward ensuring a more inclusive and consensus-based transition process.

30. The flagship Global Programme on Electoral Cycle Support (GPECS) launched its $50 million programme in 2009. The design, resource mobilization and implementation of this programme – the largest United Nations global initiative on elections – was made possible by the seed-investment of the Global Programme. Helping countries improve their electoral laws, processes and institutions and enhancing the participation of women in electoral processes, the three-year GPECS innovated in new areas of demand, including electoral indicators, media and elections, elections and conflict and youth participation. In 2009, 35 country offices were designing, implementing or evaluating their electoral programmes with many benefiting from direct support missions from UNDP policy advisers. By 2011, direct support had been provided to electoral institutions and processes in 15 countries (10 in Africa, 4 in Arab States and 1 in Asia). As of 2012, 62 country offices had received assistance towards improving the quality and credibility of electoral processes. UNDP work on elections through the Global Programme and its ancillary programmes has been confirmed as one of the major contributions and most significant flagships of the organization in evaluations by UNDP and the United Kingdom's Independent Commission

for Aid Impact. Since 2008, more than 40 country offices have reported strengthening gender-mainstreaming within electoral assistance programming and UNDP is now recognized for its support for advancing women's political participation, gender quotas and working with electoral management bodies, legislative assemblies, etc. with more than 30 country offices reporting they helped build the capacities of aspiring women candidates as one example.

31. Leveraging the rapid diffusion of new information and communications technologies, including mobile phone technologies and social networks, the Global Programme's "e-governance" approach provided catalytic support for harnessing such innovations in programme countries. From giving voice to 44,000 youth in Madagascar's rural communities on human rights, citizenship and employment, to providing a host of basic social services in Uzbekistan through the development of one-stop shop centres reaching over 200,000 people in its first year of operations, UNDP e-governance work is changing the way programme countries interact with their citizens. Private sector firms are acknowledging this work and joining with UNDP; IBM and Microsoft have provided grants to support government institutions and build local e-skills, and Motorola has provided grants for mobile innovations for development in poor countries.

32. Aiming to create an enabling environment for national human rights institutions (NHRIs), which serve as the country-level pillars of national human rights systems, UNDP assisted over 80 NHRIs over the course of the Global Programme. This support included technical cooperation initiatives and advocacy; assessments and strengthening of capacity needs; promoting partnerships and exchanges of knowledge; and enhancing the capacities of Governments to meet their international treaty obligations and follow up the outcomes of United Nations human rights mechanisms, including the universal periodic review process of the Human Rights Council. Provided by the governance team and the knowledge, innovation and capacity team, support to NHRIs included the roll-out of the Regional Capacity Assessment Framework, resulting in the development of a body of knowledge, instruments and tools to assist practitioners.

33. Policy support also assisted 123 countries in turning local governance and local development programmes into cutting-edge interventions for improved quality of life. Through the development of new tools, guidelines and targeted policy advice, UNDP policy advisers have assisted subnational governments in their role as the unequivocal frontline institutions for achieving the Millennium Development Goals, instituting cross-regional exchanges of lessons learned to support capacity development and focusing on inclusive planning and economic development, which are particularly relevant to transitional and post-conflict countries. As part of a larger United Nations response to rebuilding public administration in post-conflict circumstances, UNDP has led a United Nations working group on public administration in post-conflict settings, conducting seven country case studies and producing a set of guiding principles to inform future United Nations support for the restoration of public administration in post-conflict environments, focusing on Libya, Myanmar, Nepal and Timor-Leste.

34. The Democratic Governance Thematic Trust Fund (DGTTF) facility, established in 2001, had disbursed over $124 million in the past decade. This fund was designed to provide country offices with funds to explore innovative approaches, address issues in politically sensitive areas to produce a catalytic effect, leading to scaled-up projects and programs. Programmatic work by the regional governance team in the Arab region in the wake of the political transitions and conflicts from 2010 to 2013 was funded solely by DGTTF, including four regional consultations of direct relevance to the transition process in areas of comparative experiences on transitions, electoral assistance, constitution-making and transitional justice.

35. As a key global policy centre on democratic governance co-funded by the Global Programme and the DGTTF, the Oslo Governance Centre has contributed to global outcomes on governance through the innovative Global Programme on Democratic Governance Assessments (GAP) and the first-ever Oslo Governance Forum, which assembled more than 280 policy makers, academics

and practitioners to discuss effective renewal of democratic governance processes and institutions for a new era. The 2011 forum culminated in the adoption of the Oslo Principles on Democratic Governance Assessments and the establishment of governance assessments for social accountability to influence global discourse on development financing, including a focus on removing corruption bottlenecks. The GAP mid-term review found that stakeholders' capacities to assess and measure democratic governance had been strengthened in all 35 countries that had received direct technical and/or financial support from the Global Programme in 2011. There is also evidence that these assessment tools are being adopted by programme countries, as in the case of Bhutan, Indonesia, the former Yugloslav Republic of Macedonia, several states in Mexico and the local government in Ningbo, China.

36. As necessitated by complex development challenges, cross-practice policy services and partnerships across the democratic governance portfolio increased sharply. One example is the mapping of corruption risks in the adaptation of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD), combining experts from energy and environment, democratic governance, poverty reduction and the advisers of the UNDP gender team to assist Governments in designing transparent, effective and accountable management systems for "REDD+" payments and benefits. Inter-agency efforts launched under the Global Programme include the United Nations Indigenous Peoples' Partnership, in collaboration with ILO, the Office of the High Commissioner for Human Rights (OHCHR), UNICEF and UNFPA, as well as global consultations co-facilitated by UNDP and OHCHR on the post-2015 development agenda to build momentum around the centrality of governance in international development goals.

37. **Gender response**. In terms of integrating gender, data from the annual reporting exercises show that more than one third of country offices providing electoral support have incorporated a gender approach to their work. Mainstreaming efforts included the 2012 launch of a guidebook with 20 case studies on how political parties can advance gender equality and women's empowerment, available in over 11 languages and used in training and advocacy workshops across more than 16 countries in 2012. Additionally, the gender in public administration project has examined the promotion of women's participation in public administrations, including decision-making positions, underscoring the increasing participation of women in electoral processes where Global Programme support was provided, as voters, candidates and elected members of parliament.

Environment and sustainable development

38. The role of UNDP in this area is to use sound environmental management to advance poverty eradication goals, while ensuring that development efforts do not harm the environment.

39. Globally, leading up to Rio+20, UNDP and the UNDESA jointly prepared a synthesis of over 50 national reports to frame the debate within the context of country experiences, mobilizing approximately $1.5 million in additional funds. Furthermore, the engagement of the Water Governance Facility in Rio+20 led to significant inclusions in the outcome document. In the aftermath of Rio+20, the Global Programme supported a synthesis report that identified advantages and challenges facing countries in implementing sustainable development policies, and key areas for improving integrated development approaches.

40. The Global Programme is crucial to funding the management and policy direction of the Poverty-Environment Initiative, a major initiative in 18 countries, through which UNDP (in partnership with the United Nations Environment Programme (UNEP)) has catalyzed capacity development, planning and budgeting guidelines and processes, and provided tools for countries to integrate environmental issues into their poverty reduction strategies.

41. Addressing climate change, the Global Programme successfully catalyzed funds for countries and built capacity and supported knowledge and advocacy activities. Global Programme-funded analysis of meetings under the United Nations Framework Convention on Climate Change (UNFCCC) catalyzed a $6 million flagship programme to develop national capacities for UNFCCC negotiations in 19 countries. As a result of targeted support to small island developing States (SIDS) and LDCs, the Global Programme, in partnership with the World Bank, attracted $15 million for the establishment of the SIDS DOCK programme, which is helping SIDS transition to low-emission development, in addition to over $8 million in core funds for "boots on the ground" supporting the deployment of national climate policy officers to 26 low-income countries (23 of which are LDCs).

42. Through substantive input into high-level climate finance forums, including the Secretary-General's High-Level Advisory Group on Climate Change Financing (2010), UNDP has advocated strongly for the link between climate financing and poverty eradication and for all developing countries to benefit from climate finance, with a focus on increasing the adaptive capacity of vulnerable countries and the poor. The UNDP approach of low-emission climate-resilient development strategies (LECRDS), codified through a series of knowledge products, laid the foundation for mobilizing $50 million in fast-start climate financing from the European Community and bilateral donors to support UNDP-implemented projects in 2011-2012. Through the Millennium Development Goal Carbon Facility, developed and overseen through combined support of the Global Programme and the Environment and Energy Thematic Trust Fund, UNDP entered into host country agreements in 40 countries, screened over 200 third-party carbon projects and provided early-stage technical assistance, catalyzing over $180 million of investment in clean energy.

43. Leveraging the Global Programme's multi-practice expertise, the $92 million Africa Adaptation Programme, which engages experts in the areas of gender, knowledge innovation/ capacity, poverty and environment, and energy to develop national policies, laid the foundation for 20 African countries to significantly reduce the risk of climate change to their development. The Global Programme has been instrumental in supporting the development and oversight of UN-REDD, itself a partnership between UNDP, UNEP and the Food and Agriculture Organization of the United Nations (FAO) that is assisting 46 developing countries to prepare and implement national REDD strategies and mechanisms.

44. In the water and sanitation sector, the Global Programme supported the Water Governance Facility, which has provided intellectual leadership, policy support and technical assistance to regional and country teams and engaged in the Rio+20 process. The Capacity-Net and Governance, Advocacy and Leadership for Water, Sanitation and Hygiene ("GoAL WaSH") programmes have targeted capacity-building in water resource management, strengthening governance in the sector. In 2010, Global Programme poverty and environmental experts developed a series of case studies on access to safe water under Millennium Development Goal 7 in six countries across sub-Saharan Africa, strengthening the capacity of country offices to formulate evidence-based policy and programming.

45. Global Programme work on energy aimed to strengthen national development strategies and sectoral policies that address the energy service needs of the poor. Advisory services on energy access were provided to 30 country offices with tools to integrate energy access into country-level programming and Millennium Development Goal-based national development strategies. The active engagement of UNDP in Sustainable Energy for All helped over 60 developing countries to participate, facilitating a process that mobilized over $300 billion in voluntary commitments. Key knowledge products include the UNDP contribution to "Global Energy Assessment", a publication of the International Institute for Applied Systems Analysis

46. Global Programme funding allowed the Drylands Development Centre (DDC) to develop a sound knowledge base on sustainable drylands development, fulfil the UNDP corporate commitment to implementing the United Nations Convention to Combat Desertification (UNCCD), and leverage funds for drylands development. DDC implements the Integrated Drylands Development Programme with projects in 15 countries, supporting regional and subregional initiatives. Globally, DDC works with the UNCCD secretariat to support implementation of the convention. DDC work on land governance, undertaken through the Southern African Development Community (SADC) Regional Land Reform Support Facility, to support the development of improved national land policies in SADC Member States.

47. The Biodiversity Global Programme has positioned UNDP as a knowledge and policy leader in biodiversity and ecosystems management, allowing the organization to convene multi-stakeholder dialogues that integrate local voices into national and international policy forums. Innovative, community-based experiences in natural resource management and sustainable development have been documented and disseminated through knowledge products including the Equator Initiative Case Study Database.

48. The Global Programme supported the development of an environmental and social screening procedure and associated accountability and grievance mechanism, providing an integrated environmental and social sustainability approach to programming. These safeguards are now mandatory for all UNDP programming.

49. **Gender response**. Gender equality has been recognized in global climate agreements and key climate finance mechanisms over the past five years, thanks to the work of Global Programme advisers and partners in the Global Gender Climate Alliance (GCCA), a coalition of United Nations and civil society partners working to ensure that climate change policies, decision-making and initiatives at all levels are gender-responsive. The LECRDS team has worked closely with the gender team to mainstream gender into climate change projects. Global Programme funds also supported UNDP involvement in the Climate Investment Funds (CIF), advocating successfully for the inclusion of gender equality and broader Millennium Development Goal indicators in the CIF results frameworks. At the national level, UNDP involvement in GCCA has resulted in the training of over 500 government negotiators and civil society advocates on the gender dimensions of climate change.

Knowledge, innovation, capacity

50. The past four years have seen increased demand for national capacity development alongside a growing awareness that generic approaches to capacity development are insufficient. To address the complex nature of sustainable development, UNDP has adopted a more nimble business model connecting knowledge and practice with brokering and facilitating collaborative relationships across stakeholders through the merger of its Capacity Development and Knowledge Management Groups into the Knowledge, Innovation and Capacity Group. By producing and sharing knowledge resources through social media, integrated knowledge platforms and publications, the group supports international negotiations and processes, including Rio+20 and the Fourth High-Level Forum on Aid Effectiveness..

51. The UNDP approach to knowledge management has focused on practitioner-to-practitioner and practitioner-to-expert networking, facilitated by technology advances, which has allowed for timely knowledge exchanges and ensured contextual and demand-driven knowledge production and dissemination through the creation and use of the Teamworks online platform. In 2009, this platform became the repository of various thematic knowledge networks to better leverage development knowledge across the organization. Ahead of the Rio+20 conference, the "Rio Dialogues", co-organized by UNDP and the Brazilian Government, were created using the Teamworks platform and the Global Programme's team of knowledge management specialists to

facilitate a global conversation and voting on key priorities for the conference, attracting 15,200 users in May 2012 alone. Building on this experience, the Teamworks platform was also used to facilitate the global, regional and national online consultations on the post-2015 agenda and the Group of 20 (G20) Civil Secretariat's "Civil20 Dialogues" in preparation for the G20 2013 Summit. Integrating gender into these innovative knowledge-sharing platforms has included the development of regional gender portals such as America Latina Genera, a key resource and reference point for Spanish-speaking Governments, country offices, civil society organizations and academic centres; more than 28,000 users access the site monthly.

52. Apart from the Rio+20 dialogues, Teamworks on average saw 10,400 user visits each month and since its inception has launched more than 3,800 discussion threads, sharing 6,700 blog spots, 32,000 status updates and 80,000 other content items among UNDP staff and with United Nations colleagues and external partners. Google Analytics data show that almost three quarters (72 per cent) of visits originate from non-headquarters locations and 28 per cent from headquarters, which aligns with the overall distribution of staff worldwide (20 per cent and 80 per cent respectively).

53. Capacity development efforts have sought to combine results-based management and capacity development within UNDP project and programme management policies and procedures. One such initiative is the development of the Capacity Development Tracker to assess whether projects are building on strong partner demand with clear results and corresponding indicators.

Gender equality and women's empowerment

54. Under the Global Programme and as indicated in the above programme results sections, UNDP has ensured the integration of gender equality in all thematic areas and strengthened institutional capacity to deliver gender equality results. Through the development of a corporate policy framework, the gender equality strategy, and significant investments in programming resources, including in the expansion of the gender team, UNDP has transformed itself into a "gender-aware organization" with staff at all levels aware of the linkages between gender mainstreaming and stronger development results.[1] This has been achieved through increasing the use of gender- disaggregated data and gender statistics, and creating knowledge products that build evidence and advocate for bringing gender considerations into policy making and planning in all thematic areas.[2]

55. UNDP has strengthened accountability for gender equality results in the organization through the Gender Steering and Implementation Committee, which ensures that bureau directors and practice leaders systematically integrate gender equality in each area of work, and the gender marker, a planning and monitoring tool which measures the extent to which UNDP financial allocations and disbursements contribute to gender equality. These mechanisms, developed through the Global Programme, have been strongly praised by several assessments[3] and have been recognized as good practices by the United Nations system.

South-South cooperation

56. Under the Global Programme, South-South development assistance has resulted in increased partnerships with Southern development institutions, peer learning and the development of South-South development cooperation frameworks. Globally, UNDP has convened global policy forums, such as the 2012 Development Cooperation Forum, and offered capacity development support to the emerging development cooperation agencies and South-South knowledge exchange platforms

[1] UNDP, 2011. Mid-term Review of UNDP Gender Equality Strategy 2008-2013.
[2] See Evaluation on UNDP Contribution to Strengthening Electoral Systems and Processes, September 2012; Evaluation on Disaster Prevention and Recovery. UNDP, 2011. Mid-Term Review of the Implementation of the Gender Equality Strategy.
[3] MOPAN, MAR, UN System Wide Action Plan 2012.

(such as in Brazil, Colombia, Ecuador, Mexico and Turkey). Regionally and locally, efforts have been aimed at expanding resources, capacities and opportunities to share knowledge and experiences. In particular, this has meant the facilitation of exchanges of knowledge on aid management (as between Ghana and Ethiopia) and regional engagement of government officials, creating South-South networks that promote knowledge exchanges on leadership issues and technical capacities in implementation and procurement. Knowledge exchanges are also facilitated through UNDP support to the development of national centres of excellence within developing countries, as in the case of the Global Centre for Public Service Excellence, which has been recently established in Singapore.

V. Management

57. The fourth Global Programme, implemented by the Bureau for Development Policy (BDP), aimed to strengthen thematic and management coherence, and vertical and horizontal alignment and ownership within UNDP. The Programme responded to the commitments laid out in the Strategic Plan, the evaluation of the third Global Programme and the findings of the 2011 midterm reviews of the Strategic Plan and fourth Global Programme. Responding to the objectives of the new Strategic Plan, which is to be approved by the Executive Board at the second regular session of 2013, the fifth Global Programme will be presented to the Board at the following session, the first regular session of 2014.

58. The policy services managed by BDP and financed from the Global Programme support UNDP policy leadership and global advocacy in normative processes and in providing policy advice at the regional and country-office levels, connecting the local to the global through the regional centres, and vice versa. They are integrated with, and complementary to, the regional programmes through the regional service centres. The overall objective is to ensure sound, consistent and integrated development policy support, while enabling regional and country variations to reflect differing circumstances.

59. Looking ahead, the organization and management of policy services will likely shift to apply the principles of matrix management, through which staff work in integrated results-oriented teams, in alignment with outcomes identified in the Strategic Plan. At the same time, each staff member will have a 'substantive home', enjoying mutual support and reinforcement from those with similar skill sets.

60. This matrix arrangement will maintain the same cross-cutting building blocks of sound development cooperation: capacity development; gender equality and women's empowerment; South-South cooperation; knowledge management; and effective and efficient project cycle management.

61. To sustain the policy goals of the Strategic Plan as articulated in the fourth Global Programme, core resources for the latter totaled $139 million. Funded from line 1.3 of the programming arrangements, approved by the Executive Board in decision 2007/33, BDP managed and implemented this portfolio using the direct execution modality with overall accountability, while practice and group leads managed individual programme components and were accountable to practice directors.

62. Over the programme period, resources mobilized directly through Global Programme investments and the policy advisory function, through the thematic trust funds, bilateral agreements and partner entities, amounted to $465.7 million, a ratio of more than $3 mobilized for each $1 invested by the Global Programme. Table 2 below highlights some of the key projects and programmes that have attracted these resources, allowing UNDP to present itself as a credible partner to the vertical funds on environment and pandemic diseases. This has resulted in offering a platform for fund mobilization, management and delivery which has secured, obviously in

conjunction with regional bureaux' and country offices, a total of $7.1 billion[4] in support of country-level programming.

Table 2: Key Examples of Global Programme resource mobilization, 2009-2013, supporting country and regional programming

Practice	Project/Programme	Funding	Description
Poverty reduction/ Millennium Development Goals	Scaling up local development programme	$10.2 million	Support scaling-up projects in five countries
	Post-2015, national, thematic and global consultations	$18.5 million	Support to setting of post-2015 agenda
	Migration	$9.6 million	Support to migration work
HIV, health and development	Responding to the development dimensions of HIV and health	$34.21 million (2009-2012)	Including support to regional and country HIV programmes in more than 30 countries
Environment and sustainable development	Water Governance Facility	$34 million	Support to programmes like Capacity-Net, Every Drop Matters/Coca Cola, European Union Water Initiative Africa Working Group, Shared Waters Partnership, Water Integrity and "MDG GoAL WaSH"
	Africa Adaptation Fund	$92 million	Helping 20 African countries reduce the risks of climate change to their development
	UN-REDD	$46 million	Joint Programme with FAO and UNEP. Support 46 countries prepare and implement strategies and mechanisms for Reduced Emissions from Deforestation and Forest Degradation. UNREDD mobilized $167 million total resources, $46 million to UNDP.
	Low-emission climate resilience strategy programmes and projects	$56 million	Capacity development for and implementation of LECRD strategies in 40 countries.
	SIDS DOCK	$ 15 million	Support to small island States transition to low-emission development.
	Sustainable energy programme	$20 million	Support 46 countries integrate sustainable energy in national development plans, support 15 countries to leverage national public finance
Democratic governance	Democratic Governance Thematic Trust Fund	$38 million	
	Global Programme on Anti-Corruption for Development Effectiveness	$20 million	Includes $2.9 million for 2014 and $2.9 million for 2015

[4] GEF portfolio: $5 billion, including in-kind contributions, supporting146 countries in environment; Global Fund to Fight AIDS, Tuberculosis and Malaria: $1.9 billion, managing 65 active grants and serving as principal recipient in 29 countries or territories. Montreal Protocol Unit: $191 million.

	Global Programme on Electoral Cycle Support	$50 million	Support electoral programmes at global, regional and country levels, with gender streamlined at all geographical levels.
	Global Human Rights Strengthening Programme	$8.2 million	
	Global Programme for Parliamentary Strengthening	$14 million	Including funding for parliaments and crisis prevention, International Knowledge Network of Women in Politics, parliamentary action on renewable energy, inclusive and participative political institutions and more.
Total		**$465.7 million**	

* Does not include resources from vertical funds.

VI. The way forward

63. The evaluation of the Global Programme recommended that UNDP should strengthen the programme. The need for effective policy services must be commensurate with a more demanding development environment, to support countries in adopting 'triple win' approaches that simultaneously integrate social, economic and environmental objectives. This will result in a global policy function that is commensurate with the more complex development challenges inherent in the next generation of sustainable development goals.

64. The Global Programme remains the vital thread that connects UNDP country offices, regional centres and policy centres of excellence. It enables UNDP to learn from experience on the ground and apply it to global policy debates, while supporting developing country partners to interpret, draw from and contribute to global and regional initiatives. The Global Programme allows UNDP to serve several important functions. In its policy advisory function, it strengthens national capacities to identify impediments to human development and formulate policy solutions. The evaluation's key findings acknowledge that the Global Programme's contribution was important to global policy debates and in shaping multilateral forums, using cross-country evidence and articulating proposals for the 2010 High-Level Plenary Meeting of the General Assembly (key finding, paragraphs 16-17). The evaluation provides examples of the Global Programme performing this function across the portfolio: the democratic governance portfolio supporting electoral systems and processes; policy dialogues around global climate negotiations and the emergence of new biodiversity and ecosystems service frameworks; the Secretary-General's Initiative on Sustainable Energy for All; and the Global Gender and Climate Alliance.

65. The Millennium Development Goals have been a valuable means of measuring global progress. In the post-2015 period, the Global Programme will have to respond to a new set of sustainable development goals that combine social, environmental and economic targets. As countries move up the development ladder, advancement will require greater effort as the more easily achieved development targets will have been met. Addressing a holistic and inclusive development agenda will require an increasingly integrated approach among stakeholders and across issue areas.

66. Investing in new technologies and platforms has positioned UNDP as a leader in more inclusive development approaches. These hold great promise in measuring development impact, identifying demand and brokering exchanges of knowledge and expertise more effectively. To remain relevant and effective in this role, UNDP will require intellectual flexibility and adaptable mechanisms to meet the knowledge demands of clients. The evidence emerging from national,

thematic and global consultations on the future development agenda indicates that UNDP will require a well-resourced cadre of global policy advisers capable of shaping responses to new development challenges.

67. The need for effective policy advisory services is expected to increase in the years ahead to respond to a more demanding development environment. In response, the Executive Board may wish to strengthen the Global Programme to ensure that robust, tested and resourced policy advisory services are able to meet demand.